

Soldiers

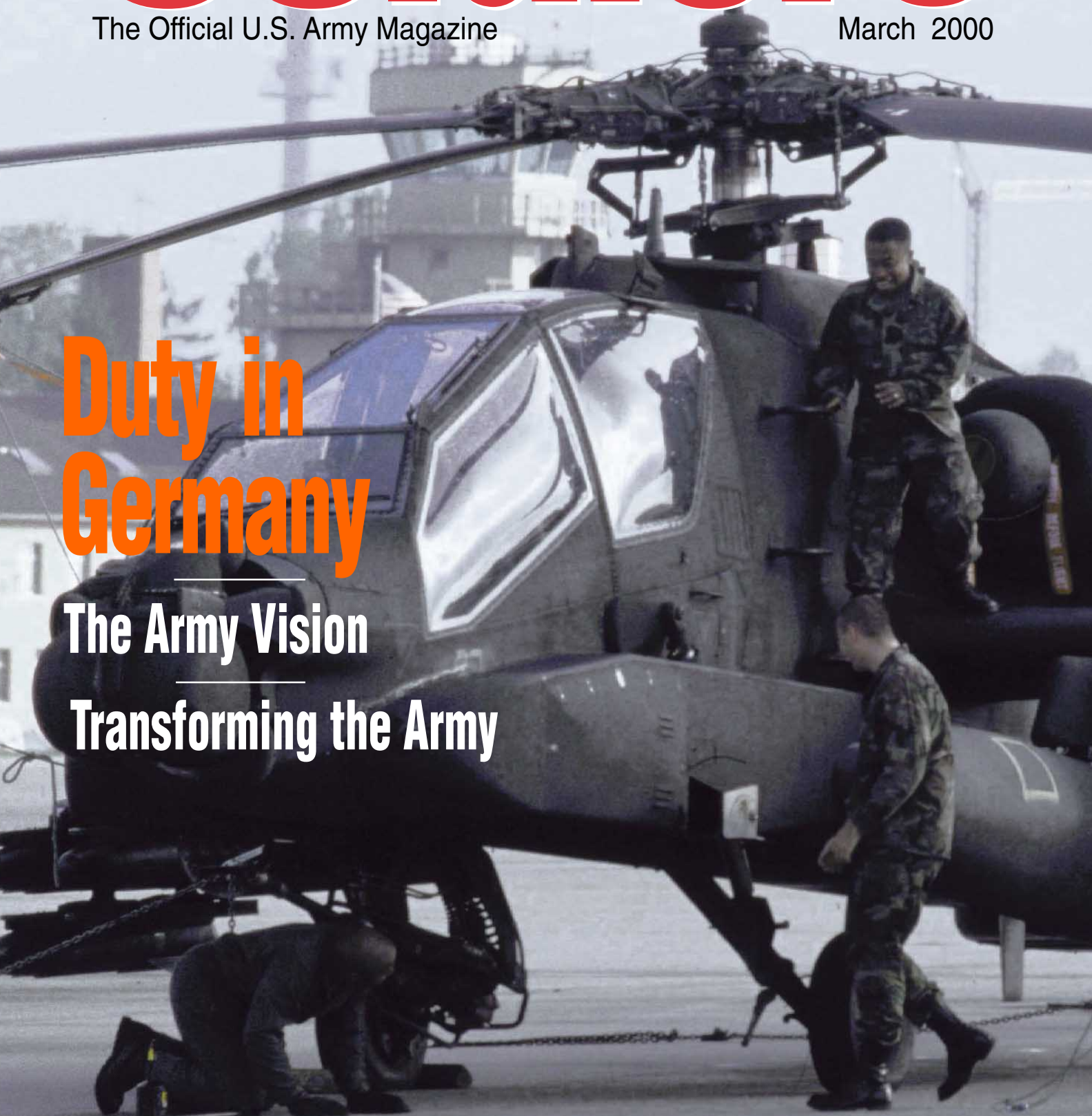
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**Duty in
Germany**

The Army Vision

Transforming the Army



The



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***T**HE Army is a strategic instrument of national policy that has served our country well in peace and war for more than two centuries. Soldiers enable America to fulfill its world leadership responsibilities of safeguarding our national interests, preventing global calamity and making the world a safer place. They do this by finding peaceful solutions to the frictions between nation states, addressing the problems of human suffering and, when required, fighting and winning our nation's wars — our nonnegotiable contract with the American people.*

Army Vision

The Army is People

The magnificence of our moments as an Army will continue to be delivered by our people. They are the engine behind our capabilities, and the soldier remains the centerpiece of our formation.

We will continue to attract, train, motivate and retain the most competent and dedicated people in the nation to fuel our ability to be persuasive in peace and invincible in war. We will assure the nation's security by equipping, training and caring for our people and their families, and enabling their full potential as individuals.

The Army will be a professionally rewarding and personally enriching environment within which people take pride in being part of the nation's most highly esteemed institution. Our physical, moral and mental competence will give us the strength, the confidence and the will to fight and win anywhere, anytime. We will be trained and ready to do anything the American people ask us to do, and we will do it better, faster and more affordably than ever before.

In the process, we will provide the inspired leadership that celebrates our soldiers and nurtures their families, trains for decisive victories and demonstrates responsible stewardship for the national treasure entrusted to us — our men and women in uniform and the resources to make them successful.

Strategic Dominance

The world remains a dangerous place, full of authoritarian regimes and criminal interests whose combined

influence extends the envelope of human suffering by creating haves and have-nots. These negative elements foster an environment for extremism and the drive to acquire asymmetric capabilities and weapons of mass destruction.

They also fuel an irrepressible human demand for freedom and a greater sharing of the better life. The threats to peace and stability are numerous, complex, oftentimes linked, and sometimes aggravated by natural disaster.

The spectrum of likely operations describes a need for land forces in joint, combined and multinational formations for a variety of missions, extending from humanitarian assistance and disaster relief, to peacekeeping and peacemaking, to major theater wars, including conflicts involving the potential use of weapons of mass destruction.

The Army will be responsive and dominant at every point on that spectrum. We will provide to the nation an array of deployable, agile, versatile, lethal, survivable and sustainable formations, which are affordable and capable of reversing the conditions of human suffering rapidly and resolving conflicts decisively.

The Army's deployment is the surest sign of America's commitment to accomplishing any mission that occurs on land.

Responsive

Responsiveness has the quality of time, distance and sustained momentum. Our threat of the use of force, if it deters miscalculation by adversaries, provides a quality of responsiveness all its own. We will provide strategic

responsiveness through forward-deployed forces, forward-positioned capabilities, engagement and, when called, through force projection from the continental United States or any other location where needed capabilities reside.

Wherever soldiers serve, we are part of the nation's solution to its tremendous world leadership responsibilities.

Deployable

We will develop the capability to put combat force anywhere in the world in 96 hours after liftoff — in brigade combat teams for both stability and support operations and for warfighting. We will build that capability into a momentum that generates a warfighting division on the ground in 120 hours and five divisions in 30 days.

Agile

We will attain the mental and physical agility operationally to move forces from stability and support operations to warfighting and back again, just as we have demonstrated the tactical warfighting agility to task-organize on the move and transition from the defense to the offense and back again.

We will develop leaders at all levels and in all components who can prosecute war decisively and who can negotiate and leverage effectively in those missions requiring engagement skills.

Versatile

We will design into our organizational structures forces that will, with



minimal adjustment and in minimum time, generate formations that can dominate at any point on the spectrum of operations. We will also equip and train those organizations for effectiveness in any of the missions that the Army has been asked to perform.

These commitments will keep our components capable, affordable and indispensable to the nation.

Lethal

The elements of lethal combat power remain fire, maneuver, leadership and protection. When we deploy, every element in the warfighting formation will be capable of generating combat power and contributing decisively to the fight.

We will retain today's light force deployability while providing it the lethality and mobility for decisive outcomes that our heavy forces currently enjoy. We will retain heavy-force lethality through overmatch while giving it deployability and employability in areas currently accessible only to light forces. We intend to get to trouble spots faster than our adversaries can complicate the crisis, encourage de-escalation through our formidable presence and, if deterrence fails, prosecute war with an intensity that wins at least cost to us and our allies and sends clear messages to all who threaten America.

As technology allows, we will begin to erase the distinctions between heavy and light forces. We will review our requirement for specialty units and ensure they continue to evolve to meet the needs of the nation.

Survivable

We will develop the technology that provides maximum protection to

our forces at the individual soldier level, whether that soldier is dismounted or mounted. Ground and air platforms will leverage the best combination of low-observable, ballistic protection; long-range acquisition and targeting; early attack; and higher first-round hit-and-kill technologies at smaller calibers that are available.

We are prepared to venture into harm's way to dominate the expanded battlespace, and we will do what is necessary to protect the force.

Sustainable

We will aggressively reduce our logistics footprint and replenishment demand. This will require us to control the numbers of vehicles we deploy, leverage our capability to reach back to the CONUS logistics base, invest in a systems approach to the weapons and equipment we design, and revolutionize the manner in which we transport and sustain our people and materiel. We are prepared to move to an all-wheel formation as soon as technology permits.

Our commitment to meeting these challenges compels comprehensive transformation of the Army. To this end, we will begin immediately to transition the entire Army into a force that is strategically responsive and dominant at every point on the spectrum of operations.

We will jumpstart the process by investing in today's off-the-shelf technologies to stimulate the development of doctrine, organizational design and leader training, even as we begin a search for new technologies for the objective force. Doing so will extend our technological overmatch.

The Army, while aspiring to be the most esteemed institution in the nation, will remain the most respected army in the world and the

most feared ground force to those who would threaten the interests of the United States.

We are about leadership; it is our stock in trade, and it is what makes us different. We take soldiers who enter the force and help them grow into leaders for the next generation of soldiers.

We will continue to develop those leaders through study in the institutional schoolhouse, through field experiences gained in operational assignments, and through personal study and professional readings. Our soldiers provide America a corps of leaders that has an unmatched work ethic, that has a strong sense of values, that treats others with dignity and respect, that is accustomed to hard work, that is courageous, that thrives on responsibility, that knows how to build and motivate teams, and that is made up of positive role models.

We provide this opportunity to America's young people so that we can keep our nation strong and competitive and enable it to fulfill its leadership role in the community of nations. We invest today in the nation's leadership for tomorrow.

In providing this strategic edge to the nation, we are, have been and will remain a values-based institution in which loyalty, duty, respect, selfless service, honor, integrity and personal courage are the cornerstone of all that we do today and all of our future successes.

Our soldiers, who exemplify these values every day, are the best in the world. They voluntarily forego comfort and wealth, face hardship and sacrifice, confront danger and sometimes death in defense of the nation. We owe them our unwavering support, our professional excellence and our resolute pursuit of this vision to ensure that they remain the world's finest land force for the next crisis, the next war and an uncertain future. □